STEERING THE MONROE COUNTY SATISFACTION INDICATORS VOYAGE

85% of the reasons for failure to meet customer expectations are related to deficiencies in systems and process...rather than employees.".

W. Edwards Deming

Action Learning - Developing Capability

CARROLL CONSULTING *inc.*

Embarking on the Satisfaction Indicators Voyage

- Welcome and Introductions   8:30 – 8:50
- Understanding Effective Teams   8:50 – 10:00
- Break   10:00 – 10:15
- Step 1: Defining the Opportunity Statement   10:15 – 10:30
- Step 2: Validating the Opportunity Statement   10:30 – 11:20
- Next Steps   11:20 – 11:40
- Closing   11:40 – 11:55

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SATISFIED SALLYS AND SAM

- *Likeable Linda, Team Facilitator*
- *Lively Lin, Team Facilitator*
- *Reaffirming Ranny, Grants Acquisition Specialist*
- *Multi-faceted Mayra, Executive Assistant*
- *Courageous Carolyn, Building Administrator*
- *Magical Maria, Risk Administrator*
- *Creative Celeste, Human Resources*
- *Kind Kathy, Paralegal*

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1. Independent thoughts
   On a post it note, write your suggestion for a team name – related to Satisfaction Indicators

2. Post all input

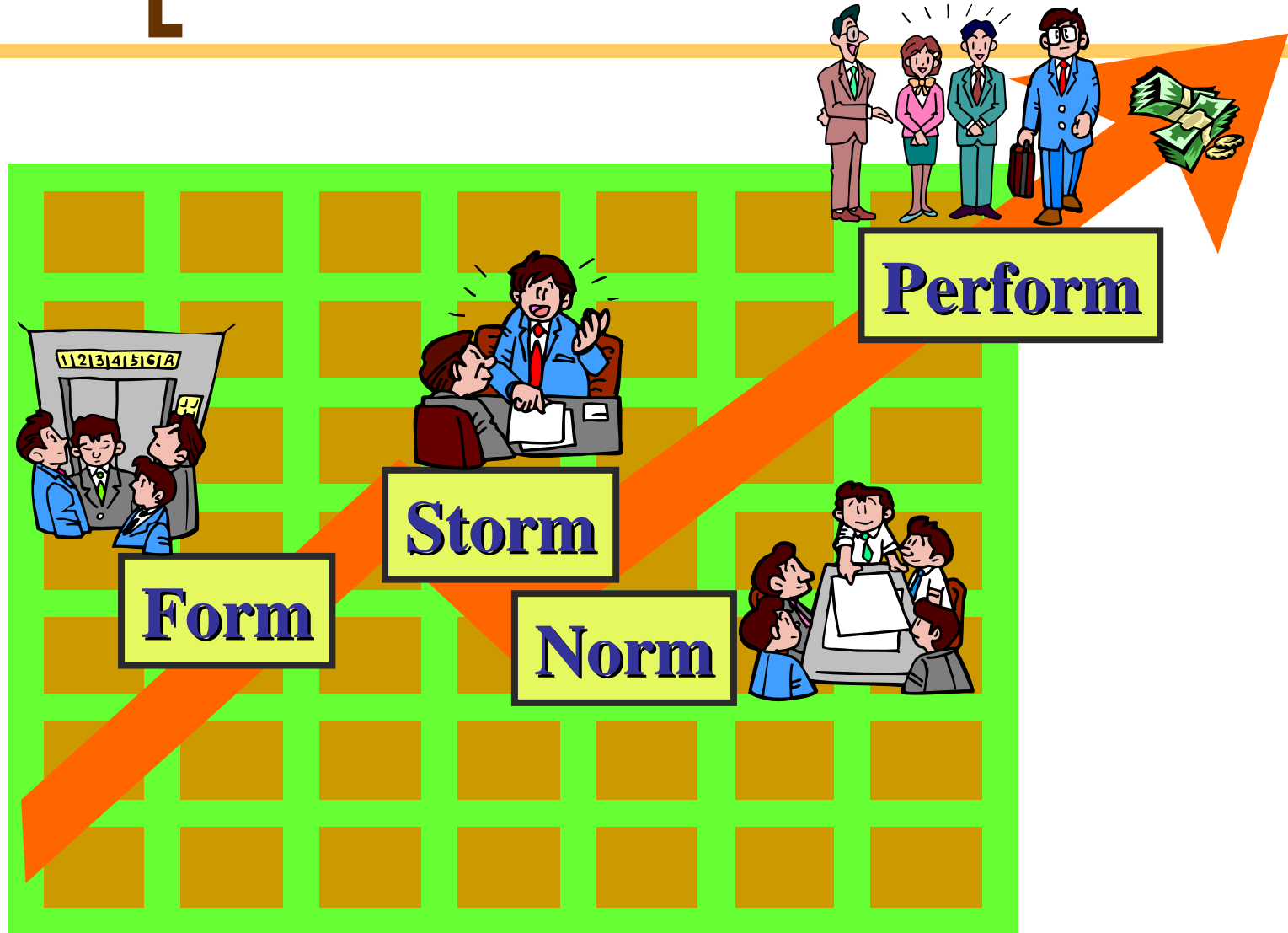3. Discuss

4. Come to consensus

5. Commit

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TEAM DYNAMICS

A team is a small number of people with complementary skills, who are committed to a common purpose, a shared performance result, and an agreed way of working for which they hold themselves mutually accountable.

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Perform

Storm

Form

Norm

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FORM
Team Start Up

- Opportunity Statement-Provides clear direction for the team

- Select the team members

  - Sponsor – Peter Horton

  - Facilitators – Linda Long and Lin Metzger

  - Core Team – Ranny Fitzgerald and Kathy Peters

  - Members – Celeste Bruno

                Carolyn LiCausi

                Maria Slavik

                Mayra Tezanos

  - Creating Working Agreement for Teams

    - Rules of Operation

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STORM
Conflict Erupts within the Team

➢Tasks and processes are new and learning curve is high

➢Competition and control overshadows team work

➢Members shift focus to style over substance

➢Need to return our purpose to re-focus the team

NORM
The Team becomes fined tuned

➢Focus is on the opportunity and team success

➢Collaboration and consensus solidified

➢Members shift focus to ideas and constructive criticism
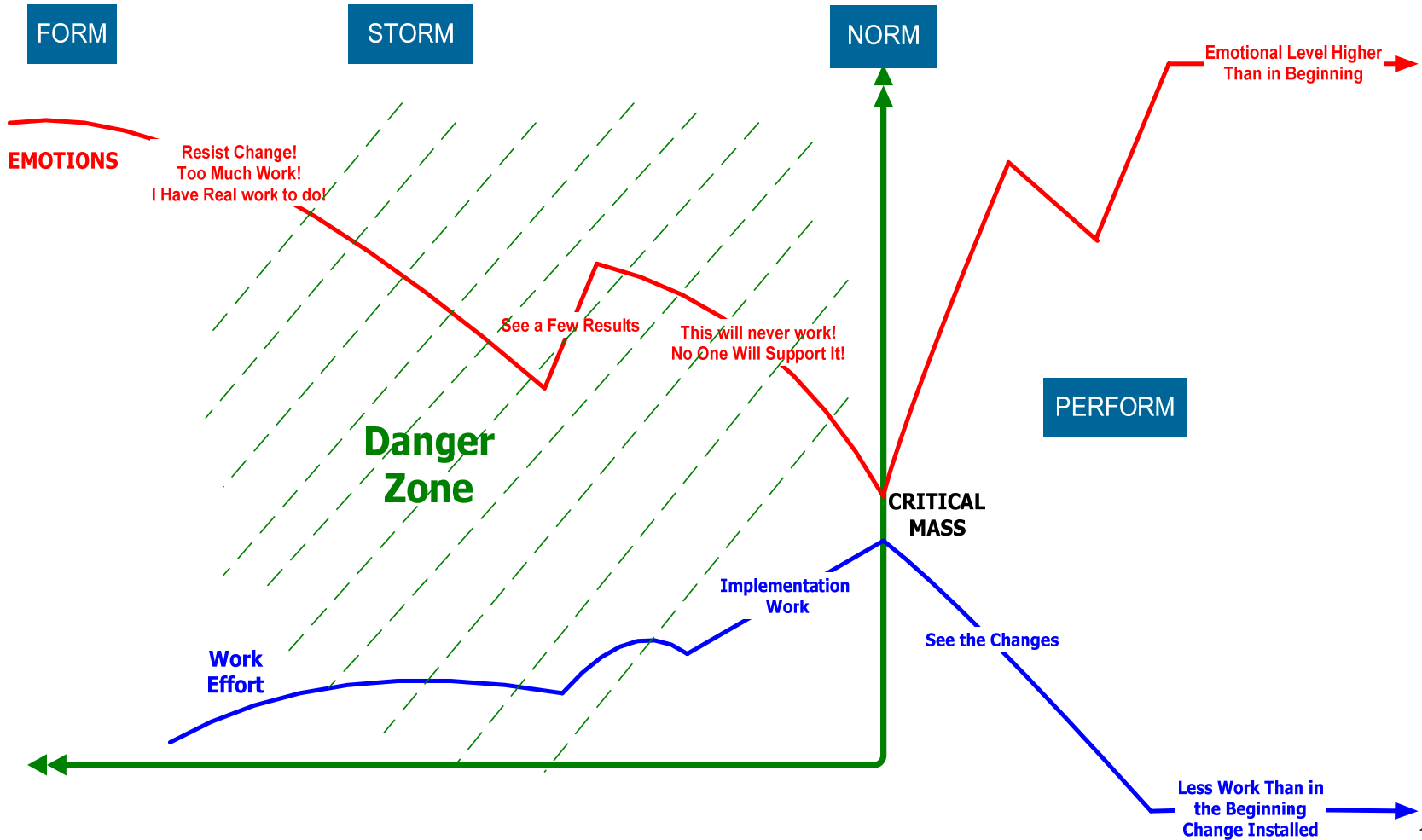

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PERFORM
The Team focus is on success

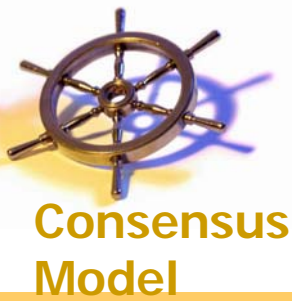➢Jointly supportive

➢Predictable team environment – cohesive

➢Sense of Accomplishment

➢Competence = skills + tools + practice

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TEAM MATURITY CYCLE

FORM   **STORM**   **NORM**   **PERFORM**

EMOTIONS

Resist Change!
Too Much Work!
I Have Real work to do!

See a Few Results

This will never work!
No One Will Support It!

Emotional Level Higher
Than in Beginning

Danger Zone

CRITICAL MASS

Implementation Work

Work Effort

See the Changes

Less Work Than in
the Beginning
Change Installed
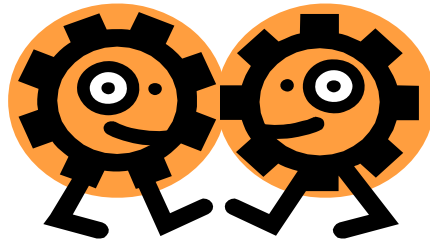
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Independent Ideas
Step 1: Hear Everyone's Voice

- Take 5 minutes to jot down your own ideas of what makes an effective team.

- Focus your thoughts on the Satisfaction Indicator Team

- Focus on your team behaviors

- TOOL USED: POST IT NOTES

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Step 2: Write it down

- Share your thoughts
- TOOLS USED: FLIP CHART OR LCD
  - Mutual respect
  - Communicate information and experience
  - Honesty
  - Constructive Criticism(2)
  - Honest communication
  - Encourage everyone to express ideas
  - Positive thinking
  - Positive attitude
  - Open discussion
  - Not interrupting when others speak
  - Cooperation
  - Clear objectives
  - Timelines
  - Effectiveness
  - Communication
  - Team responsibilities – who does what
  - Agendas
  - No sidebars

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Step 3: Consolidate Ideas

- Open discussion of all ideas

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- TOOL USED: THUMBS UP

- We agree that in order to become a Success we will:
  - Positive attitude and cooperation
  - Honesty
  - Thorough communication
  - Encourage everyone to express ideas and share experiences
  - Mutual respect and trust
  - Goal oriented
  - Constructive criticism
  - Confidentiality

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Step 5: Confirm

- Write up Agreement
- All Team members sign Agreement
- TOOL USED: Successful Team Agreement

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TEAM RULES
WORKING AGREEMENTS FOR SUCCESSFUL TEAMS

Consensus Model

- Positive attitude and cooperation

- Honesty

- Thorough communication

- Encourage everyone to express ideas and share experiences

- Mutual respect and trust

- Goal oriented

- Constructive criticism

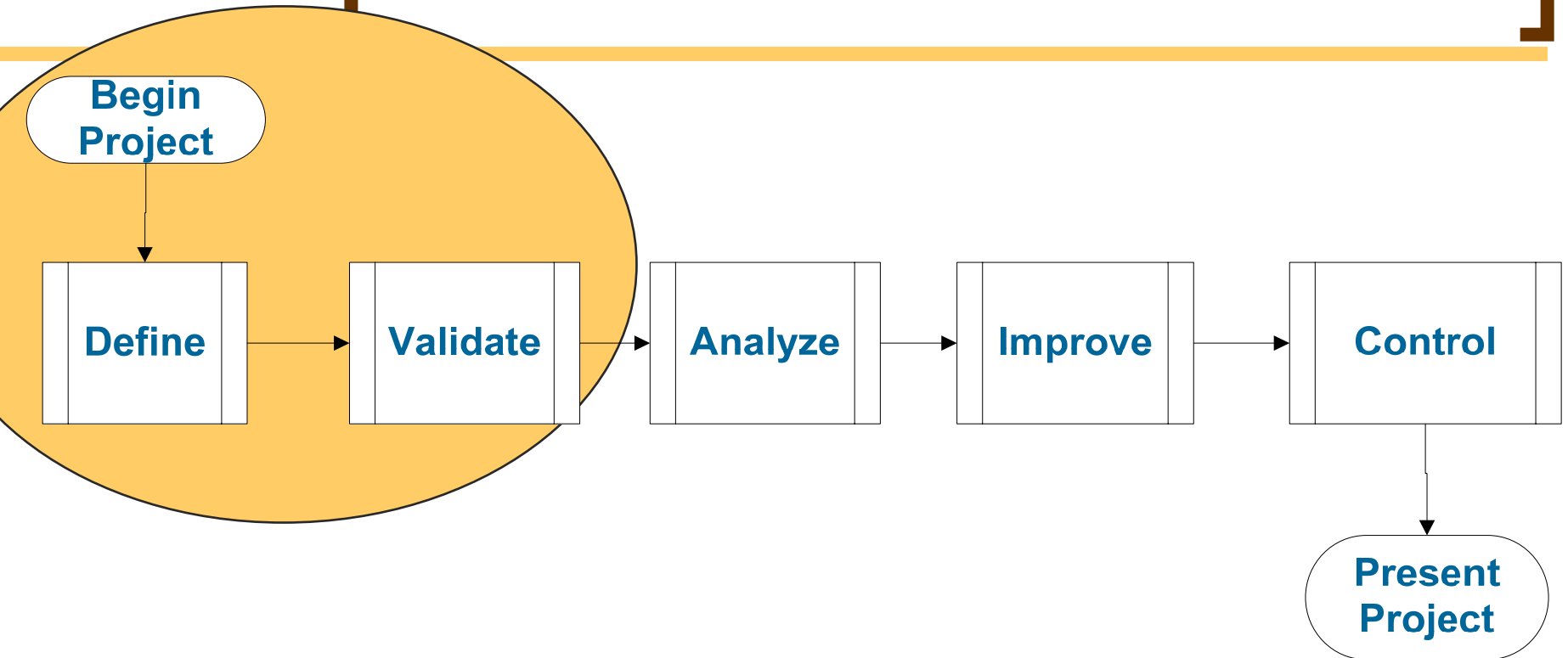- Confidentiality

Team Members

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ACCOUNTABILITY WHEN THINGS GO WRONG

1. What potential issues do we see?
   - ► Time
   - ► Workload
   - ► Locations
   - ► Management Cooperation
2. How will the team insure the team behavior is maintained?
   - ► Review rules at the beginning of each meeting
   - ► Mutual support
   - ► Don't take it personal
   - ► We are all in this together
   - ► Staying focused
   - ► Role Model
   - ► Be respectful of individual differences

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HIGH LEVEL PROCESS FLOW

Begin Project

Define → **Validate** → **Analyze** → **Improve** → **Control**

Present Project

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The purpose of the Define Step

- To select the project (3 steps)
  - Clarify the scope of the opportunity
    - WWWW
  - Link the opportunity to what is critical to the success of Monroe County
  - Establish the desired outcome of the project

- To form a project team   Success!!!

- To establish a Working Agreement   Success!!!

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Opportunity Statement

Opportunity

There is no process in place to determine the satisfaction of employees, and we have an opportunity to create indicators to be used to determine satisfaction levels.

Linkage

1. County Administrator's '05-'06 goal to focus on employee retention

2. The Sterling criteria requires Monroe County to determine the key factors which affect employee well-being, satisfaction and motivation.

Outcome

A systematic process to develop a group of questions which can be continuously improved and used to measure levels of employee satisfaction and well-being.

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The purpose of the Validate Step

- To have a clear understanding of the opportunity the project is going to address
  - Make sure the present condition is known before attempting to identify improvements
  - Identify the critical measures that will be the baseline for improvement
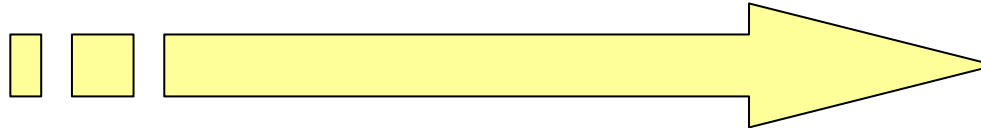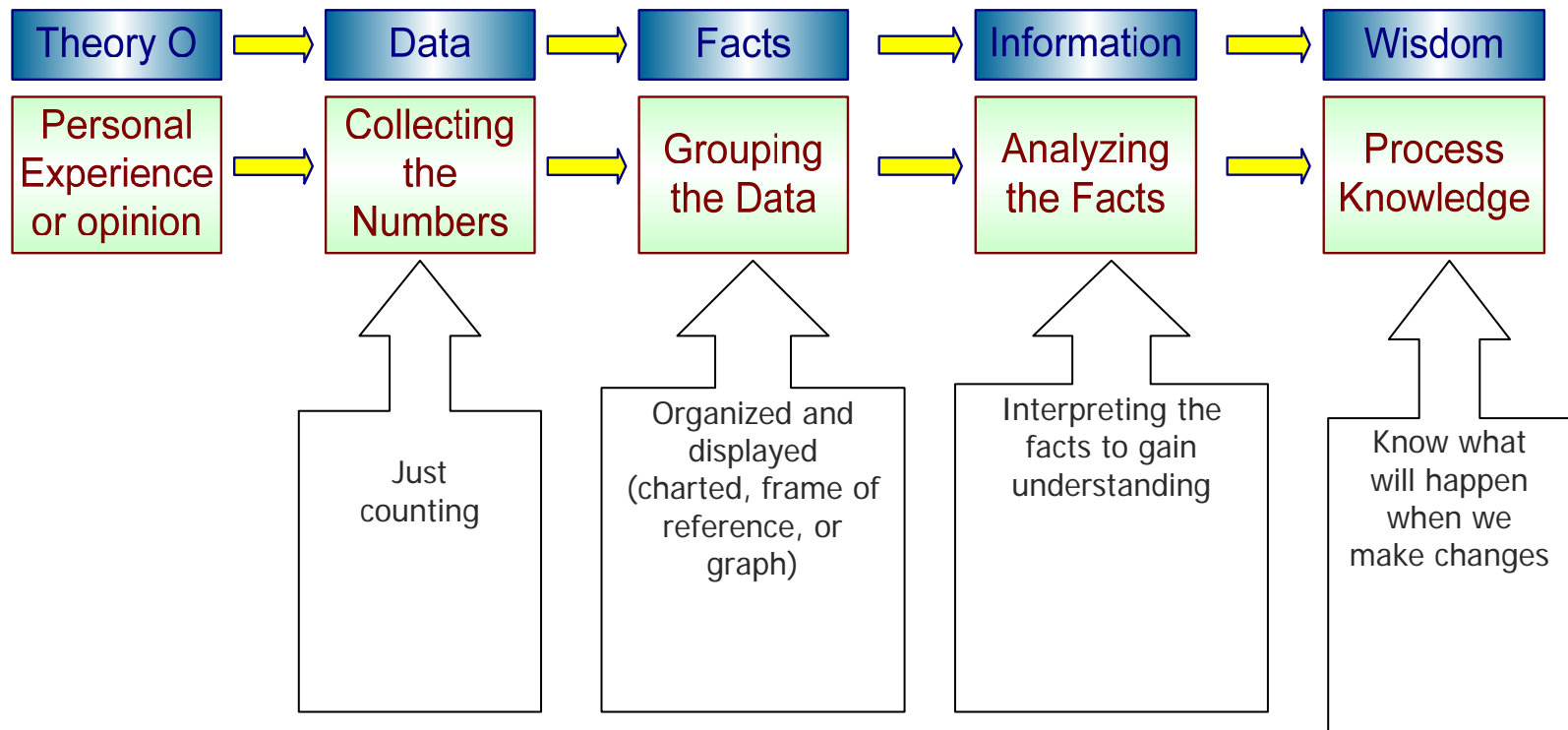 - Use valid data to obtain an accurate assessment of the opportunity

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The Validation Approach

The basis for understanding how a process works!

RE-ACTIVE → **PRO-ACTIVE**

Theory O	Data	Facts	Information	Wisdom
Personal Experience or opinion	Collecting the Numbers	Grouping the Data	Analyzing the Facts	Process Knowledge

Just counting

Organized and displayed (charted, frame of reference, or graph)

Interpreting the facts to gain understanding

Know what will happen when we make changes

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What Data Would We Use to Validate?

- **Current Data**
  - Only the results of one question from the Sterling Assessment
  - Turnover rate
  - Annual evaluations—satisfaction questions
  - Exit interviews

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WHAT DOES THE DATA SAY?

	Leaders	Managers	Staff
➤7i I am satisfied with my job. ➤**Leader: Our employees are satisfied with their jobs.**	10.0%	58.2%	62.0%

SO, we do know that 62% of the staff are satisfied with their jobs

But what does that 62% rating mean?

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Question 7i – Business Results   n=450 (80%)

Our employees are satisfied with their jobs.

I am satisfied with my job.

Management Services
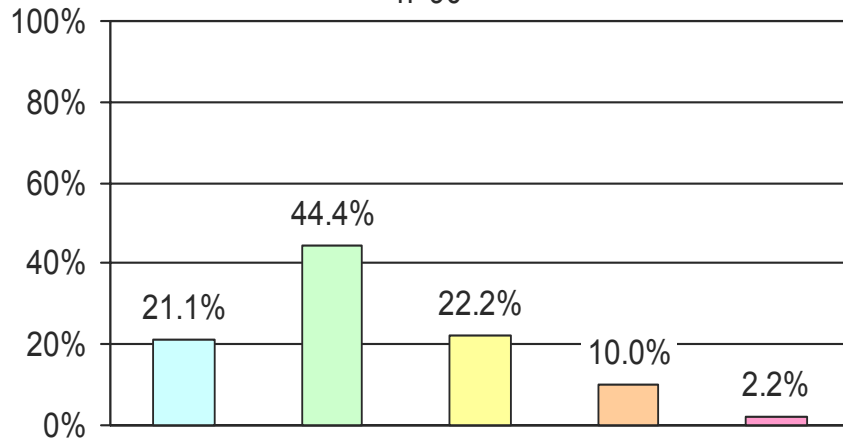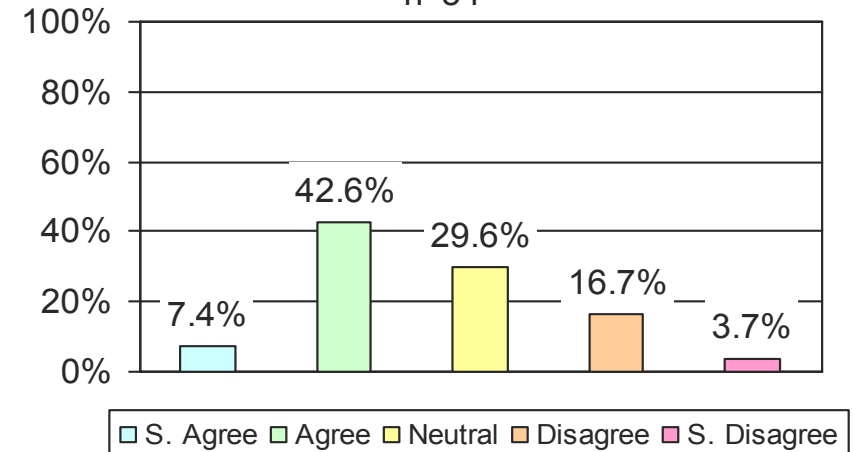n=22

- 4.5%
- 45.5%
- 22.7%
- 22.7%
- 4.5%
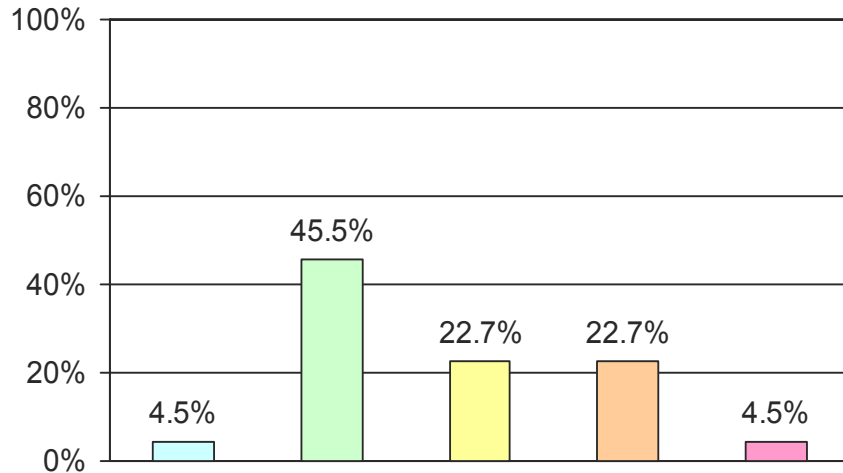
Growth Management
n=59
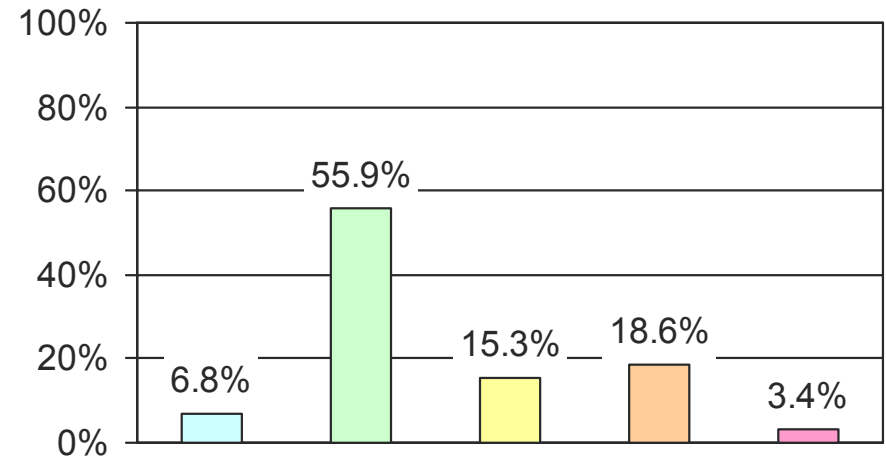
- 6.8%
- 55.9%
- 15.3%
- 18.6%
- 3.4%

Community Services
n=90

- 21.1%
- 44.4%
- 22.2%
- 10.0%
- 2.2%

Fire Department
n=54

- 7.4%
- 42.6%
- 29.6%
- 16.7%
- 3.7%

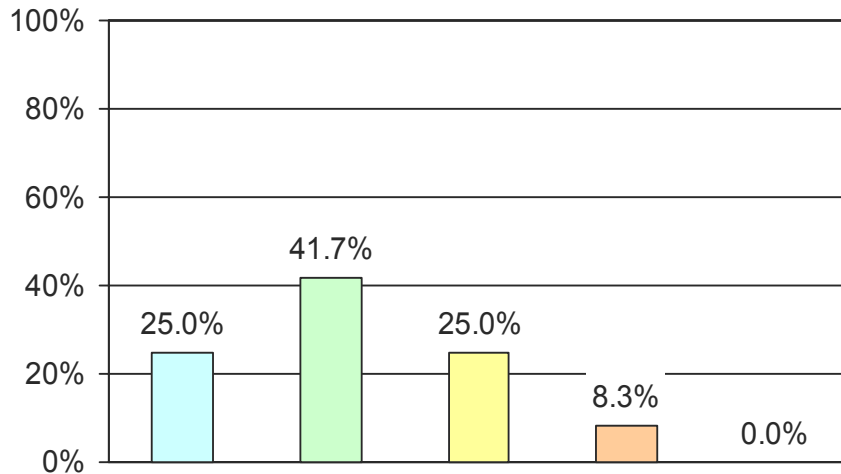☐ S. Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ S. Disagree

Question 7i – Business Results   n=450 (80%)

Our employees are satisfied with their jobs.

I am satisfied with my job.

Engineering
n=12
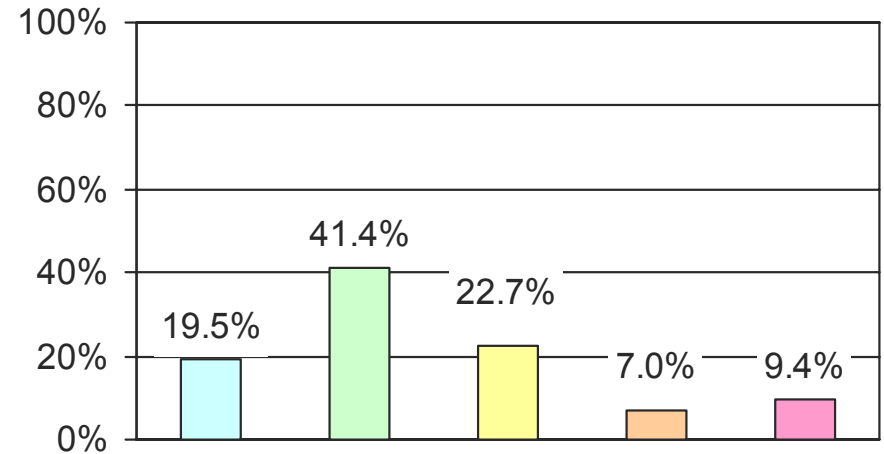
- 25.0%
- 41.7%
- 25.0%
- 8.3%
- 0.0%

Public Works
n=128

- 19.5%
- 41.4%
- 22.7%
- 7.0%
- 9.4%

Public Safety
n=22

- 27.3%
- 27.3%
- 18.2%
- 18.2%
- 9.1%

Administration
n=11

- 27.3%
- 54.5%
- 18.2%
- 0.0%
- 0.0%

Legend: ☐ S. Agree ☐ Agree ☐ Neutral ☐ Disagree ☐ S. Disagree

Question 7i – Business Results   n=450 (80%)

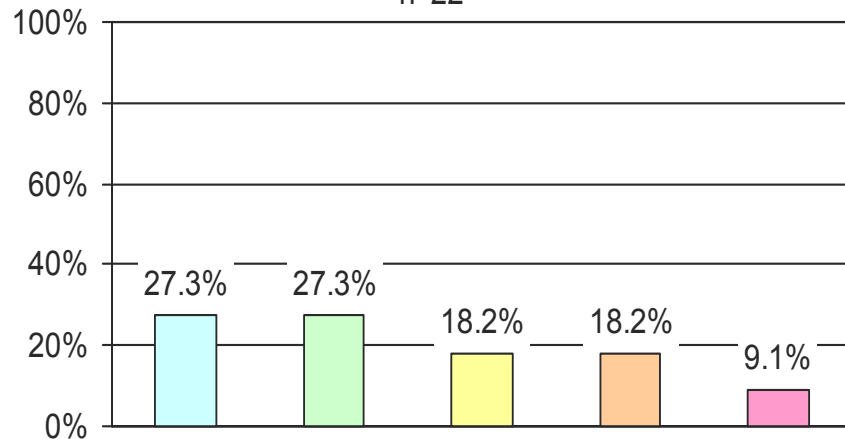Our employees are satisfied with their jobs.   I am satisfied with my job.

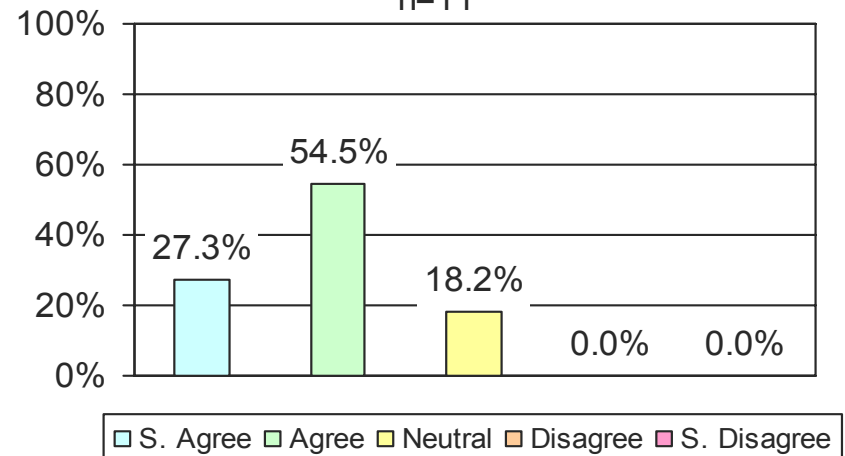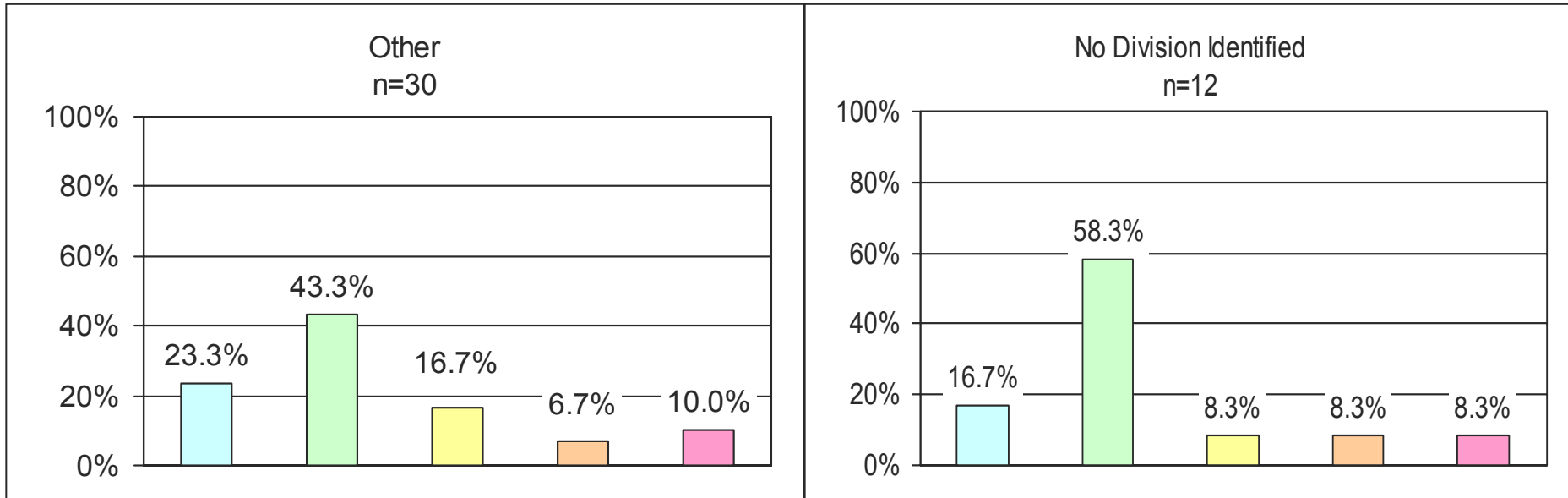**Other**
n=30

23.3%   43.3%   16.7%   6.7%   10.0%

No Division Identified
n=12

16.7%   58.3%   8.3%   8.3%   8.3%

So, we know that generally, we feel the same and we know

We don't have a method to determine satisfaction of our employees.

*OUR VALIDATION IS COMPLETE… WE CAN MOVE RIGHT TO THE ANALYSIS OF **WHAT INDICATORS SHOULD WE BE USING**?*

# Let's Consensus Build!!
What does that 62% mean?

- Let's use the Consensus Process Model once again to discover what should we be asking to show how satisfied our employees are?

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Independent Ideas
Step 1: Hear Everyone's Voice

- Take 5 minutes to jot down three specific satisfaction indicators/questions or topics you feel are important in determining your satisfaction in the workplace

- TOOL USED: POST IT NOTES
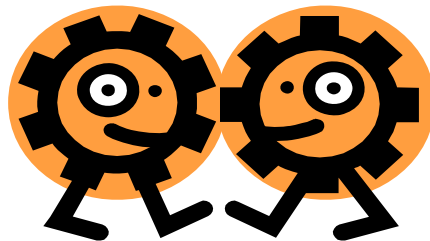
- Share your thoughts – Page 1
- TOOLS USED: FLIP CHART OR LCD
  - Do you feel your work has a purpose?
  - Do you feel your work is sufficiently appreciated?
  - Are you satisfied with your work schedule?
  - Hours of work
  - Healthcare
  - Feedback on your work
  - Supervisor held accountable

  - Your supervisor treats you with respect
  - Do you feel your supervisor knows what you do?
  - Do you receive support from your supervisor?
  - Does your supervisor listen to your ideas and follow through?
  - Open communication with supervisor
  - Basic understanding of other divisions
  - Timely communication of BOCC meeting results

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- Share your thoughts – Page 2
- TOOLS USED: FLIP CHART OR LCD
  - Work environment
  - Consistency of application of policies and procedures
  - Understand where and how my work fits into the 'Big Picture'
  - Merit pay plan
  - Salary (2)
  - Is salary commensurate with job duties?
  - Opportunity for advancement
  - Have the knowledge necessary to help clients
  - Flexibility
  - Workload
  - Flexible work hours
  - Resources
  - Training
  - Tools to do the job

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Step 2: Write it down

- Share your thoughts – Page 3
- TOOLS USED: FLIP CHART OR LCD
  - Diversity
  - Caring and professional work environment/atmosphere
  - Do you receive the information and tools required to do your job?
  - Feel comfortable criticize county
  - Openness to suggestions
  - Ability to express ideas
  - Consideration of employees feelings and ideas
  - Do you feel your co-workers know what you do?
  - Do you feel your co-workers appreciate what you do?
  - Does my job description accurately describe what I do?

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Step 3: Consolidate Ideas

- Open discussion of all ideas

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Step 4: Come to Consensus

- TOOL USED: THUMBS UP

- We believe these questions should be included in determining employee satisfaction – at least from the view of the employee
  - Tools/Resources
  - Communication
  - Workplace Environment
  - Benefits
  - Training
  - Policies and Procedures
  - Advancement Opportunities
  - Recognition
  - Monroe County MVV
  - Compensation
  - Interpersonal Relationships with every employee level

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Step 5: Confirm

- Since we are in agreement, what is our next step?
  - Are we the only group that should determine what questions to be asked?
    - Leaders?
    - Managers?
    - Involve all employees

  - What can we do to make sure?
    - Input already obtained from team
    - CCI will obtain input from the Sterling Leadership Team
    - Peter will obtain a question from each Division Director and Department Heads prior to our next meeting

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Validate

- Obtain input from employees across the organization on what specific indicators/questions or topics they feel are important in measuring their satisfaction in the workplace
  - Each team member will attend a minimum of two employee meetings within their assigned division prior to May 12
  - Team member will explain the purpose of our process team and ask each attendee for one indicator/question they would like to see on an employee satisfaction survey
  - Email the responses to Lin and Linda no later than May 12

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DIVISION ASSIGNMENTS FOR GATHERING EMPLOYEE SATISFACTION INPUT

- Public Works – Carolyn and Maria
- Employee Services – Celeste
- Finance and Budget – Ranny
- Housing and Community Development - Mayra
- Administration – Kathy
- Engineering – Celeste
- Community Services – Maria and Carolyn
- Emergency Services - Mayra
- Growth Management – Mayra and Carolyn

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Once we have our data, how else can we confirm?

- Let's check to see how other firms measure employee satisfaction
- Anything else?
- What should we ask?
  - Copy of their survey
  - Their current overall employee satisfaction levels

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- What best-in-class organizations do you recommend we research?

- City of Coral Springs   Carolyn/Ranny
- Miami-Dade Health Department   Celeste/Kathy
- City of Jacksonville   Maria/Myra
- Florida Department of Revenue Lin/Linda
- Baptist Hospital Lin/Linda

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Next Meeting – May 19, 2006 in Marathon

- **Can someone confirm the meeting room?**
  - Mayra will confirm room and lunch options

- **Let's Prepare our Agenda**
  - Lunch in
  - Rotate locations
  - Meet 9:00 to 3:00
  - Review our group rules
  - Quantify Data—information you send to us
  - Update opportunity statement
  - Tool training on one tool
  - Teach how to walk through the process
  - For the good of the group
  - Next steps

- **Confirm our Agenda**
  - Thumbs Up

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WHAT HAVE WE LEARNED TODAY ABOUT YOUR SATISFACTION INDICATOR PROCESS?

- Meeting Message: The purpose of this is to clarify what you feel about the meeting
  - No satisfaction survey
  - Identified our purpose
  - Management Cares
  - Group of committed people
  - Topics for incorporation in our survey
  - Level of satisfaction the same throughout the county
  - Modeling the process

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Continuous Improvement

- WWW
  - Defined and identified employee satisfaction areas
  - Created a team with names and faces
  - Set up rules and goals
  - Established next steps
  - Process worked well
  - Wonderful facilitators
  - Team Icebreaker
  - Facilitators ensured input and participation from everyone
  - Fun

- OFI
  - Provide copy of presentation in a notes format for each meeting
  - Provide a copy of the timed agenda and get agreement at the beginning of each meeting
  - Give the big picture up front

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